The COMPASS

AMERICAN·ASSOCIATION·OF·SOCIAL·WORKERS

DEPARTMENT OF PUBLIC WELFARE
DIVISION OF CHILD WELFARE
SPRINGFIELD, ILLINOIS

April, 1941

Delegate Conference Proposals

1941 Delegate Conference, May 30 and 31,
Benjamin Franklin Hotel, Philadelphia, Pa.

Volume XXII Number 7

THIS issue of THE COMPASS is to give each member of the Association a preview of the official business to come before the Delegate Conference when it convenes for a two-day session May 30 and 31 at the Benjamin Franklin Hotel in Philadelphia.

It is recognized that in many ways a less formal presentation of issues would be more readable for the average member of the Association than the proposals which are made at the end of a program year in the form of motions for Conference action. The requirement that official notice be given to the membership about proposals to go before the Conference, and particularly about those which are intended as amendments to the by-laws, makes the present issue a formal necessity. As it was not possible to provide for delivery of THE COMPASS to allow for the required sixty-day interval before the Conference dates, a special bulletin containing notice of all official proposals to be submitted to the Conference by the National Board has been sent to the chapters.

Additional reports and discussions bearing on Conference proposals will appear in the May COMPASS and other material will be sent in advance of the Conference to the chapters and to the delegates and alternates as their selection is recorded.

Following is a list of the subjects presented in this COMPASS which will be on the agenda of the Delegate Conference:

1. Report of the Executive Committee to the National Board
2. St. Louis Inquiry and Report
3. Chapter and National Procedures for Employment Practices Inquiries
4. Government and Social Work
5. The Committee on Personnel Practices
6. Procedures for Handling Membership Complaints
7. Proposed Basis for Action on Professional Conduct
8. Report and Recommendations on Section Six
9. The National Membership Committee
10. Memorandum on Location of National Office
11. Definition of Conference and Board Functions
12. Finance Proposals
13. By-law Changes on Nominations

Contents

Article	*Page*
Report of the Executive Committee to the National Board	3
St. Louis Inquiry and Report	3
Chapter and National Procedures for Employment Practices Inquiries	4
Government and Social Work	7
The Committee on Personnel Practices	10
Procedures for Handling Membership Complaints	10
Proposed Basis for Action on Professional Conduct	15
Report and Recommendations on Section Six	15
The National Membership Committee	18
Memorandum on Location of National Office	18
Definition of Conference and Board Functions	18
Finance Proposals	19
By-law Changes on Nominations	20

THE COMPASS

Published monthly except September by
AMERICAN ASSOCIATION OF SOCIAL WORKERS
Publication office 374 Broadway, Albany, N. Y.
Editorial and General office 130 East 22nd St.. New York, N. Y.

VOLUME XXII NUMBER 7

Officers

Wayne McMillen, *Pres.* Kenneth L. M. Pray, *3rd V-Pres.*
Pierce Atwater, *1st V-Pres.* James Brunot, *Treas.*
Frank J. Bruno, *2nd V-Pres.* Frank J. Hertel, *Sec.*
Walter West.....*Executive Secretary*

Assistant Secretaries: Dorothy C. Kahn, Grace F. Marcus, Elisabeth Mills

THE COMPASS: Edited by the Staff

Entry as second-class matter at the post office at Albany, N. Y.

Acceptance for mailing at the special rate of postage provided for in Section 1103, Act of October 3, 1917, authorized June 28, 1924

Subscription: Non-Members $1.00 per annum. Subscription of members of the Association included in annual dues.

Report from the Executive Committee of the National Board

One of the matters of Association business which will be reported to the 1941 Delegate Conference has to do with a special assignment to the Executive Committee which was made by the Board at its March meeting. The special assignment deals with study and definition of Association program and grew out of the Board's discussion of several memoranda before it which brought into the open for the first time basic differences of opinion about Association program and operations. The Executive Committee is undertaking this study promptly and will report to the Conference on developments up to that time.

A special letter, signed by Mr. McMillen, President, Mr. Pray, chairman pro tem of the Executive Committee, and Mr. West, Executive Secretary, has been sent to chapter chairmen explaining the situation as discussed in the Board meeting and describing the materials bearing on the problem which the Board voted to send to the chapters, with the request that chapter chairmen give earnest consideration to ways in which the material could be used most beneficially in the chapters.

In describing the materials which were before the Board, the letter states that there were two memoranda criticizing the Association staff. "One was sent to the Board by the President and listed a number of criticisms of the Executive Secretary's administration of the Association. The other was a petition to the Board signed by fifteen members, and endorsed by the New Jersey Chapter. The petition made certain criticisms of administration, and also of program, including actions in regard to the St. Louis study, and asked for an investigation of the operations of the national office."

The Board considered at the same time a memorandum from the staff which defined some of the underlying faults in Association operations which had been impeding administration and program for several years. Lack of full exercise by the Board of the governmental responsibility reposed in it was noted by the staff as the major problem, "and to this lack was ascribed the exposure of the Association to repeated attempts to overhaul structure at the expense of efficient administration and of the development of projected program."

Also before the Board were specific data and comment by the staff on the President's criticisms.

The special letter also describes how the Board proceeded in its consideration of these materials, requesting the Executive Committee to hold a meeting during a recess of the Board meeting and report back its recommendations for future action by the Board. "In the meeting of the Executive Committee the President explained that his memorandum had been prompted by a long standing dissatisfaction with the program of the Association and its method of operation, and by his conviction that the Executive Secretary did not possess the qualifications necessary for the duties he should perform. Discussion of this and the staff memorandum led the committee to the conclusion that underlying the expressed criticisms and complaints were basic differences of opinion as to what the Association program is and should be. The committee decided that the immediate problem was to define the program as it had evolved from Board and Conference actions of the past, and to define alternate proposals; and then to evaluate the qualifications of the Executive Secretary to carry out whatever program was agreed upon."

The recommendations of the Executive Committee were adopted by the Board. The National Board voted also to send to the chapters the materials which the Board had had before it along with the minutes of the Board meeting. This action was taken in view of the recognition by both Board and staff that the membership had been aware that criticisms and cross purposes existed, that these had been puzzling and frustrating throughout the Association because the differences from which they arose were not clear and that it was of great importance that the membership have the opportunity to understand these problems of Association government and management.

St. Louis Inquiry and Report

One of the activities of the Association during the past year to be before the Delegate Conference, will be the inquiry and report on an employment practices issue which arose in the St. Louis County Family Service Society. The National Board does not propose to submit anything further in relation to the subject of the inquiry itself, but will

report on the actions which have been taken by the AASW as a result of the inquiry and on issues which have been seen arising from the work of the Association.

Actions taken by the National Board in October are the only expressions by the Board as to the report itself, but at its recent meeting further steps were taken by the Board with respect to setting up procedures for chapters and the national Association to use in future cases. An unprecedented amount of comment from members about various issues involved in the inquiry engaged the Board's attention, and a summary of this correspondence is to be prepared and circulated before the conference.

The Board has also voted to ask the National Committee on Personnel Practices to make a report to the Conference on issues for further study and action by the Association which have grown out of the work done on the inquiry.

The original actions taken by the Board in its October meeting were as follows:

That the National Board affirms its conviction that the scope of the inquiry as outlined by Mr. West at the beginning and adhered to by him throughout very clearly expresses the proper function of the Association in such a situation; and that the total evidence in the possession of the Board indicates that the report is an accurate statement of the facts and substantiates the conclusions.

That the National Board approve the following as the objectives of the Association in this study:

1. To respond to the request of social workers for a professional judgment on the validity of a particular agency's practice affecting the professional welfare of those social workers.
2. Arriving at facts with respect to the application of the Association's Statement About Standard Employment Practices in a particular situation.
3. To offer a factual basis to give the particular agency a chance to improve its own procedures.
4. To use the experience gleaned from this situation to help other agencies improve their procedures.

That it is the sense of the Board that the first three of these objectives have been achieved and that the findings furnish a basis for further advance by the Association on the fourth objective.

That the National Board approve the distribution of the report to members of the Executive Committee of the St. Louis Chapter.

That the Board authorize the distribution of one copy of the report, together with a statement of the Board's actions, to the Social Work Vocational Bureau for its use in interpretation to prospective employers and prospective employees.

That THE COMPASS carry an announcement to the effect that at the request of the St. Louis Chapter an inquiry was made in the Family Service Society of St. Louis County, that after consideration of the report by the Board a violation of professional practice was found; that this announcement include the actions taken by the Board and a statement indicating that inquiries about obtaining copies of the report may be addressed to the national office, such copies to be sold at cost to any member in good standing so requesting.

That with every copy of the St. Louis Inquiry distributed there be attached a copy of the Association's Statement About Standard Employment Practices and a statement regarding the Board's actions on the study.

That the President appoint a special committee of the Board to study this report and any other related materials and to draw up suggested appropriate procedures for the Association to follow in future similar inquiries, it being understood that the Personnel Practices Committee's regular assignment on this subject would be held in abeyance pending the report of this special committee to the Board.

That the National Board direct the staff through its regular channels to communicate with the FWAA, SSEU and any other organizations which may already be interested in the Inquiry in order that the most constructive and judicious use can be made of the findings of the Inquiry.

Chapter and National Procedures for Employment Practices Inquiries

The National Board recommends to the 1941 Delegate Conference adoption of the following report and outline of procedures for employment practices inquiries. The report was drawn up by a special committee of two, Irene Conrad and Elizabeth Wisner. Mrs. Conrad enlisted an active committee of members of the Southeast Texas Chapter and met at another time with several members of the New Orleans Chapter in planning the report. Extensive membership correspondence was also helpful, Mrs. Conrad testified.

The National Board approved the report

and the proposed procedure and voted to recommend its adoption at the Delegate Conference. Its action included a request that the Special Committee consider the report in detail between now and the Delegate Conference and present to the Conference in the name of the Board any revisions or amendments they may wish to recommend at that time.

REPORT OF THE SPECIAL COMMITTEE

The American Association of Social Workers believes that qualified personnel and sound employment practices are factors of prime importance in making it possible for an agency to provide uninterrupted service of professional quality to its clientele and its community.

The Association adopted a Statement about Standard Employment Practices in 1937 because of its belief that the professional quality of social work should be protected by good employment practices. This statement covers purpose and scope, the suggested principles on which sound working relationships can be developed and some examples of better existing practices. The Delegate Conference of 1940 adopted Agency Standards for Employment Conditions which recommend that social agencies have written statements of formulated employment practices covering all of the elements of employment conditions included in the Statement about Standard Employment Practices. The Delegate Conference of 1940 also adopted a Statement on Standards for Social Work Personnel.

Social agencies can be effective only if the board, executive and staff work together. The board, executive and staff should participate in the discussion of such questions as change of program, changed duties of staff, and tenure of staff.

Serious differences involving matters of professional relationship between a staff member and the employing agency may prevent the agency from effective functioning unless the difficulty is resolved through existing agency channels or through some other channel. The American Association of Social Workers wishes to encourage the use of agency or community channels. In some agencies or communities, however, there is no machinery available or it has failed to function.

For these reasons the American Association of Social Workers believes that it should provide sufficiently practical machinery for the mediation and study of difficulties which may arise involving the profession of social work, so that prompt and thorough consideration may be given to each request. The objective would include not only the resolution of the difficulty but the interpretation of the basis for desirable practice in the particular area involved, going beyond the individual instance into the desirability of good employment practices by the agency.

The American Association of Social Workers believes that it has an obligation both as an organization and through its individual members to continue to interpret the Statement about Standard Employment Practices, Agency Standards for Employment Conditions, and Standards for Social Work Personnel to national and local agencies and to encourage individual agencies to study these standards with a view to formulating and adopting agency employment practices and personnel standards.

The Association believes that it has a further obligation to interpret to its members and to national and local agencies its objectives in setting up the following plan for handling grievances involving matters of professional practices.

OUTLINE OF PLAN

National Committee on Professional Practices

The National Board shall name a national Committee on Professional Practices, to consist of a chairman, two members, the president of the Association and the executive secretary.

National Committee Function—The national committee shall handle original requests from members in non-chapter territory, referrals from chapter committees and appeals from the action of chapter committees.

Chapter Committees

Each chapter shall name a Committee on Professional Practices or designate the Executive Committee or some other committee to carry on the work of a Committee on Professional Practices. The Executive Committee of the chapter shall notify members of the chapter of this committee, its membership and functions.

Appeal to Chapter Committees—Any member or non-member employed as a social worker may bring to the chapter committee his or her grievance stating in writing at the time the nature of the grievance, what use

has been made of existing channels in the agency for the settlement of the grievance, and what other action has been initiated on his behalf.

Procedure for Chapter Committees in Considering Appeals — The chapter committee shall collect data to clarify the issues and shall determine whether or not the request comes within the scope of the committee function, using the following criteria:

a. A definite request has been made in writing by the individual social worker involved.

b. The grievance involves professional practices.

c. The appellant has initiated the use of the appeal machinery existing within the agency. The committee may assist the appellant in the use of such appeal machinery or of facilities for adjustment within the agency.

d. The appellant has informed the committee about other action initiated on his behalf.

e. The committee shall consider the relationship of the agency involved to its national agency.

f. The committee may consider the review of the grievance even though the existing appeal machinery has been used and the issue is technically closed.

g. When the request is accepted the chapter committee shall decide, on the basis of the data secured:

1. Whether it is possible to proceed locally to try to effect a settlement.

2. Whether the committee should undertake the study and review of the case.

3. Whether the committee should refer the request to the national committee with a report on the data collected and the reasons for the decision to refer to the national.

Procedure for Chapter Committees After Acceptance for Study and Review

1. The committee selects a special small committee to make the inquiry which shall consist of members of the American Association of Social Workers.

2. The committee shall give due notification to the agency involved that the request has been accepted for consideration and action.

3. The national Committee on Professional Practices is notified that the chapter has accepted the request for consideration and action.

4. The national office will thereupon notify the national agency, if the local agency is a member, that the request has been accepted for consideration and action. This does not preclude the chapter from having direct communication with representatives of the national.

5. Before proceeding on an inquiry a statement shall be made to the parties involved concerning the use of the report by them and by the American Association of Social Workers. A copy will be given to each party involved, to the chapter committee and the national committee. This shall be limited to the confidential use of the committees and the parties involved as long as negotiations are going on. Where settlements are effected no further circulation shall be given to the report. The person requesting the inquiry shall agree in writing to the above use of the reports. If in the opinion of the chapter Executive Committee there is a final decision against the interest of any one of the parties not borne out by the report, the chapter Committee on Professional Practices should have the power to make a statement or to remove the confidential restrictions.

Publication by the Association is made only after the national Committee on Professional Practices and the National Board approve.

6. The chapter Committee on Professional Practices shall send the national Committee a copy of the report on each request as soon as it is completed. At the end of each year the chapter committee shall make a statistical report to the chapter, a copy of which shall be sent to the national committee. No requests or inquiries shall be identified in the report except in cases where publication has been authorized.

Procedure for the National Committee

1. The National Committee through the executive secretary and the national office conducts correspondence to determine whether or not the issues involved come within the scope of the committee function, using the following criteria:

a. A definite request has been made in writing by the individual social worker involved.

b. The grievance involves professional practices.

c. The appellant has initiated the use of the appeal machinery existing within the agency. The committee may assist the appellant in the use of such appeal machinery or of facilities for adjustment within the agency.

d. The appellant has informed the com-

mittee about other action initiated on his behalf.

e. The committee shall consider the relationship of the agency involved to its national agency.

f. The committee may consider the review of the grievance even though the existing appeal machinery has been used and the issue is technically closed.

g. The committees should consider, if the grievance comes to it as an appeal over the decision of a chapter, the grounds for the chapter's action.

2. When the request is accepted by the national committee a preliminary statement of issues is prepared and the committee determines upon the action to be taken.

3. If an inquiry is agreed upon, the national committee selects a special committee to make the inquiry, the committee to consist of one or more members of the American Association of Social Workers or members of the Association national staff, or a combination of each.

4. The committee shall give due notice to the agency involved that the request has been accepted for consideration and action.

5. If the agency involved is a member of a national agency, the national agency is notified that the American Association of Social Workers has accepted the request, for consideration and action.

6. Before proceeding on an inquiry a statement shall be made to the parties involved concerning the use of the report by them and by the American Association of Social Workers. A copy will be given to each party involved. This shall be limited to the confidential use of the committee and the parties involved as long as negotiations are going on. Where settlements are effected no further circulation shall be given to the report. The persons requesting the inquiry shall agree in writing to the above use of the reports.

If in the opinion of the national committee there is a final decision against the interest of any one of the parties not borne out by the report, the national committee shall have the power to make a statement or to remove the confidential restriction.

7. Publication by the Association shall be made only on the recommendation of the national committee and approval by the National Board.

8. The national committee shall publish an annual report in THE COMPASS, including a statistical report on the work of the national committee and the chapter committees. No requests or inquiries shall be identified in the report except in cases where publication has been authorized.

Government and Social Work

The Committee on Government and Social Work, of which Donald S. Howard is chairman, has been authorized by the National Board to present two proposals to the Delegate Conference for action. These include several suggested changes in the Association's platform, which was officially adopted by the Delegate Conference last year, and a recommendation to the 1941 Conference about a proposed plan for a federally financed and federally administered program of work and relief.

FIRST PROPOSAL:

AASW Platform and Suggested Changes

The "AASW Position on Public Social Services" which was adopted in 1940 is reprinted below, with the proposed changes noted in italics.

The American Association of Social Workers believes in and supports the progressive development of public social services. Since the founding of this democracy, such services have been recognized as a proper function of government. They now constitute one of the most important aspects of the relation of government to its citizens in the life of our time.

These services will not have reached a desirable level of operation until practical measures have been adopted which assure the economic, social and physical well-being of every person in the American commonwealth. This objective requires the leadership and resources of the federal government. It is the responsibility of the federal government either to provide or to see to it that the services needed are provided.

There are four major concerns in the development of public social services—(1) coverage and the degree to which the needs of the people are met; (2) program—or devices and methods utilized to meet these needs; (3) administration—to carry out the responsibility accepted, and (4) personnel—the final instrument through which the purposes and designs of the services are carried out. On each of these concerns social work experience

leads the Association to support the propositions there outlined.

PRINCIPLES

I. COVERAGE

All persons whose resources fall below a level sufficient to maintain them and their families in health, decency and socially acceptable activity are a proper charge upon public resources.

The ultimate social cost of poverty, ill health and idleness are bound to be greater than the immediate cost of prevention and care.

The Committee proposes that the second paragraph in the above section be eliminated.

II. PROGRAM

Work

Work under wholesome conditions and at wages sufficient to assure maintenance for the worker and his normal dependents should be available to all who are not disabled.

To the degree that private industry can not provide such opportunities, government should provide them.

Work under public auspices should be provided to employ as many persons as can be absorbed in socially useful projects, which utilize the skills and abilities of unemployed persons. Such employment should be available to an unemployed person for such periods of time as appropriate work in private enterprise is unavailable to him. Wholesome conditions and protections should be assured for workers on public projects. Payment for work done on public projects should be the union scale of wages, where such scales have been developed, and should not fall below the minimum standards set by law for the protection of private employment.

Tests of individual needs other than evidence of lack of other employment opportunity are inconsistent with the concept of work outlined above.

A work program is not in itself a training program and should be distinguished from necessary efforts in this direction. Therefore, public projects for young persons and those occupationally displaced should be primarily directed to promote training or retraining in suitable occupations.

Social Insurance

Provisions for insurance against loss of income because of unemployment, old age, injury at work, and loss of breadwinner have already been found to be feasible. Such provision should be extended to cover disability and illness.

The insurance system should provide benefits of such an amount and for such a period as to provide reasonable security for the insured and progressively to reduce the need for other measures.

Coverage in existing systems should be extended to the entire working population.

The Committee proposes that the last paragraph in the above section be changed to read:

"Coverage should be extended to the entire working population."

Assistance

Public assistance should be available to meet the needs of all those unable in other ways to maintain for themselves and their dependents an adequate standard of living. Assistance measures should be:

1. Broad enough in scope to provide for all types of needy persons regardless of the cause of their need, and regardless of race, creed, political affiliation, citizenship, or length and place of residence or any other arbitrary restriction on eligibility. Compulsive features of laws and rulings regarding family responsibility should be abolished.

2. Adequate to enable needy persons and their dependents to maintain acceptable standards of living and to prevent physical and social deterioration and breakdown of morale.

3. Granted under such conditions of eligibility and calculated in such a way as can be readily understood by persons in need. It is also essential that these conditions should be of such a nature as to appeal to a sense of fairness on the part of applicants for assistance, and thus engage them in responsible participation in the process of determining eligibility.

4. Designed to conserve the personal integrity and dignity of the persons in need and to assist them to return to self-maintenance wherever possible. Assistance rendered in forms other than the normal medium of exchange violates this principle.

Employment Service

Employment service under public auspices is essential for the guidance and distribution of the labor supply in relation to the requirements of the labor market. Such service, available on a nation-wide basis, is necessary to aid in providing data on the extent of available work at any given time. It is a vital link not only between employment opportunities and the need for work, but also

between this and the various other programs of government. Unless the availability of employment openings and the capacities of persons seeking work are continuously and competently related to one another, work will be denied to persons who could be effectively employed, and assistance or insurance granted unnecessarily.

Development of adequate employment data and current inventories of occupational shortages is necessary for the promotion of effective employment service and also for the guidance of persons who have been occupationally displaced and young persons seeking a vocation.

Health Service

Government should provide or guarantee that adequate medical care and public health services should not be denied to any person because of inability to pay.

The Committee proposes that the above section be changed to read:

"Government should make available adequate medical care and public health services to any person unable to pay for such services."

Housing

Government should be responsible for providing or guaranteeing an adequate supply of safe, decent low rental housing for all groups who cannot otherwise be provided with adequate shelter.

Recreation

Government should provide facilities and leadership for public recreation as one of the basic requirements of a well-rounded public welfare program. Activities under voluntary or commercial auspices should be regarded as supplementary.

III. ADMINISTRATION AND ORGANIZATION

In order to carry out the foregoing program a coordinated administrative structure is essential in federal, state and local units of government. Also essential is effective cooperation between these units, and between federal, state and local governments. It is impossible to meet the needs of people in a nation where these needs vary from place to place, often in inverse ratio to local resources, without the leadership of the federal government.

Federal resources, administrative and financial, must be utilized in appropriate measure to supplement those of state and local governments. Effective administration therefore involves

(a) federal aid to equalize the resources of state and local governments;

(b) the establishment by the federal government, in cooperation with state and local governments, of minimum standards of operation and service;

(c) a program so organized that at all times the various parts of the program should so fit together that lack of coverage by one program at any given time should be fully compensated for by others, recognizing that extension of employment opportunity is the first charge of our social organization, and that other programs require progressive development in this order —insurance, public work and last assistance and other measures of relief;

(d) continuous research by appropriate government agencies as essential to sound planning;

(e) the recognition that financing necessary social services is costly, but that the absence of such services is more costly, not only in terms of money, but in human resources on which the money economy rests. Financing should be such as to improve the total economic situation. Methods should be based on the same principles as the program itself, so that costs will rest where they can best be borne.

IV. PERSONNEL

The public interest demands that competent service be assured in the public social services in order that public funds shall be administered humanely, economically and effectively. Such service can be assured only through the recruitment, selection and tenure of the best equipped personnel in relation to the specific nature of each type of position. Professional functions should be performed by professionally qualified persons. A well administered merit system offers the only assurance of such personnel in the public service.

SECOND PROPOSAL:

Federally-financed and Federally-administered Program

At the 1940 Delegate Conference a proposal was made that the AASW should endorse a plan for a federally-financed and federally-administered program to provide work and/or relief to all unemployed persons, that is, federal grants-in-aid should be only for those not able to work. The provision for the unemployed should be a federal program, not a grants-in-aid program.

The Conference action on the proposal was as follows:

The Conference is agreed that the Ameri-

can Association of Social Workers aims to bring about a constructive work program for the unemployed and complete coverage for those in need; and

The Conference requests the National Board to circulate to the chapters material giving the facts on both sides of the question of federal financing and administration versus grants-in-aid in the next few months; and

The Conference also requests that the National Board be further requested to take action on the basis of the returns from the chapters.

The Committee on Government and Social Work reported to the Board on the chapter discussions and actions which had been reported to the national office on this proposal during the year. In accordance with the request for a report from the National Board as noted above, the following action of the National Board will be reported to the 1941 Conference with a descriptive report from the Committee on Government and Social Work about the material and opinions received as the result of the work of the chapters on the proposal:

That the National Board report to the Delegate Conference that on the basis of the returns from the chapters the Delegate Conference proposal regarding a federally-financed and administered work and relief program does not at this time represent, in the opinion of the Board, objectives which the Association is prepared to promote; further

That the recommendations of the Committee on Government and Social Work with respect to work and relief be authorized for inclusion among the Association's immediate objectives.

The Committee on Personnel Practices

A report will be made to the Delegate Conference on the developments in the professional concern with personnel standards and employment practices which have been stimulated by the Association's experience with the St. Louis inquiry and report.

The Committee's regular report on work for 1940–41 will cover projects already initiated for study of staff participation and for clarification of the purposes and use of leave for professional study. In addition report will be made of several plans for statements supplementary to the present Statement about Standard Employment Practices, one on principles of personnel practices as they bear on sound administration of the social agency, another defining the responsibilities to which individual members are bound for observance and promotion of personnel standards. The Committee's report will also include its plan for future work, in cooperation with the National Membership Committee, on an assignment from the National Board to draft a statement of criteria of professional conduct applicable both to procedures for admission of new members and to procedures for disciplinary action in cases where complaints have been lodged against members.

Procedures for Handling Membership Complaints

The National Board is submitting for Delegate Conference discussion the statement of procedures for dealing with membership complaints, according to Article V, Section 3 of the By-laws, which was adopted by the Board at its March meeting and represents the present mode of operation by the Board when such a membership complaint is submitted to it. Since the By-laws delegate to the National Board full responsibility for the implementation of this section of the By-laws, the Board is responsible for setting up the necessary procedures. The Board's plan, as adopted, will be presented to the Delegate Conference however, as it is important for the Association membership to know of the plan adopted, and so that the Conference may, if it so wishes, advise the Board of any changes or additions which it would wish to have made.

The full report of the Board committee to which this assignment was made last fall, with the statement of procedures as revised by the National Board at its recent meeting, follows:

REPORT OF THE SPECIAL COMMITTEE

The Special Committee appointed in October 1940 has held three meetings. In addition, members of the Committee have conferred on several occasions with members or groups of members of the Association who are interested in the problems related to the Committee's charge. A member of the Committee has met with representatives of the

Committee on Membership Requirements of the New York City Chapter, which has since addressed a communication to the Executive Secretary for transmittal to the Board.

In considering the proposed procedure, we have reviewed procedures followed by several other professional organizations and labor unions. In addition, the suggested procedures have been reviewed with Mrs. Helen L. Buttenweiser, a member of the New York Chapter who is a practicing attorney and who has had considerable experience in dealing with labor organizations which are frequently concerned with membership problems not dissimilar to those of professional organizations.

The following report consists of three sections, as follows:

I. Considerations affecting the nature of recommendations on procedures;

II. Problems requiring further consideration and action;

III. Resolution on procedure proposed by the Committee for adoption by the Board.

I. *Considerations Affecting the Nature of Recommendations on Procedure*

a. The Committee has assumed throughout its discussions that it is necessary and proper for a professional association to provide an accessible and practical means for disciplinary action, including withdrawal of the privilege of membership, in respect to an individual member whose conduct is such as to discredit the profession. The existence of a by-law on the question indicates acceptance of this premise by the entire membership.

b. The Committee has also assumed that the purpose of the Board in directing attention to procedures, before considering any specific case, was to provide a method which would insure careful and objective analysis of any issues which might arise and safeguard both the interests of the Association as a whole and of all individual members.

c. **National Basis of Membership**—Membership in the AASW is primarily national in character. The Association as a whole determines membership requirements and must likewise determine the basis for withdrawal of the privilege of membership. The by-law provision placing responsibility for dropping members upon the National Board, as the governing body of the Association as a whole, is consistent with these principles. The by-laws do not, however, foreclose discussion of the extent to which some parts of the procedure for handling membership complaints can be delegated by the National Board, or the role which chapters, already assigned some responsibilities in admissions procedures, should be given in connection with disciplinary action.

d. **Chapter Responsibility**—The Committee has carefully considered the possible role of the chapter in a workable procedure. We have concluded that the Membership Complaint Procedure should not assign specific responsibility to the chapter, but that it should provide a means for expression of chapter opinion. Several considerations are important in this connection. Pressures which might force or forestall action might appear, in many instances, in exaggerated intensity in the chapter where a controversy has arisen. Bona fide causes for disciplinary action may involve matters of concern to a number of chapters and may arise specifically out of the relationship between members of two or more chapters. Even where a complaint relates exclusively to matters within one chapter's jurisdiction, the possibility of disinterested consideration of the facts might be limited in the chapter.

The procedure recommended by the Committee does not assign a specific role to the chapters in dealing with membership complaints. It does, however, leave the way open for chapter representatives to appear on behalf of the chapter in connection with any such proceedings.

e. **Status of Complainants**—The Committee believes that the individual making the complaint should not be considered as prosecutor. If any member's conduct warrants disciplinary action, such action should be the concern of the entire membership and should be taken on the responsibility of the National Board as the designated representatives of the membership. Individuals initiating membership complaints should have no further responsibility except as they, in the same manner as other members, may be called upon to supply specific evidence bearing upon the case at issue.

f. **Confidential Nature of Proceedings**—The Association, the complainants, and the member whose conduct is challenged must be protected in any proceedings against the possible results of untimely or unwarranted publicity. Publication of charges and undue publicity to action based on such charges might subject the Association to libel action. Disclosure of names of complainants might subject them to retaliatory action. In either case, publicity may subject the individual whose membership is questioned to unjust penalties.

The recommended procedure includes a provision that complaints shall be treated as confidential until action is taken by the Board and then made public only as directed by action of the Board. This does not mean that there should be any star chamber or secretive proceedings in such cases but that publicity given to any such situation should be confined to that which is essential for disposing of the case, and that the Board should give careful consideration to the particular circumstances surrounding the individual case and take full responsibility for determining the extent to which information is made public.

In this connection the Committee desires to report that it has been advised that inclusion of information in Board minutes may constitute publication but that such publication may be considered "privileged" to the extent that it is essential to the proper functioning of the organization in dealing with the matter referred to.

g. **Should There be a Standing Committee on Complaints?**—The advantages of a Standing Committee, or a continuing Board of Review, authorized to handle membership complaints would be that such a group would be available to deal with complaints arising between meetings of the Board or the Executive Committee and that it would perhaps be better able to accumulate and utilize experience and precedents in dealing with such controversies.

The disadvantages would be that the time and expense involved in maintaining such a Committee, especially in view of the fact that membership complaints may arise in any part of the country, might be exceedingly burdensome; the personnel of a group appointed to deal with all complaints might be disqualified in particular cases for personal reasons; and, finally, there is no indication that the number of such complaints will be sufficient to necessitate a Standing Committee.

The suggested procedure provides for an Investigating Committee of Board members which might be appointed to deal with one membership complaint alone. In view of the Board's final responsibility, and in view of the geographic distribution and overlapping terms of Board membership, the Committee believes that the suggested procedure would provide an economical and satisfactory method of dealing with this problem for the time being.

h. **Possible Disciplinary Actions**—After careful consideration of Article V, Section 3 in relation to other provisions of the by-laws the committee presents the following interpretations of the by-laws which it has used in formulating the proposed procedure:

1. The National Board cannot discipline a member of the Association unless the member's conduct is found to be not in harmony with the purposes of the Association.
2. The National Board cannot make a finding that a member's conduct is not in harmony with the purposes of the Association without providing the member with an opportunity to explain such conduct.
3. If the National Board, after providing an opportunity for explanation, at a hearing or otherwise, finds the member's conduct to have been not in harmony with the purposes of the Association it may take such action as it deems appropriate without necessarily dropping him from membership. This might include such forms of action as censure or suspension.
4. Notwithstanding other provisions of the by-laws authorizing the National Board to delegate its powers, the above powers should be exercised only by the National Board.

II. *Problems Requiring Further Consideration and Action*

The present by-laws provision for disciplinary action (Article V, Section 3), is vague and ambiguous, especially when considered in relation to the wording of the by-law on the Purposes of the Association (Article II, Section 1). The Committee's review of procedures in other membership organizations indicates that it would be desirable to correct this ambiguity but that the unsatisfactory nature of the present provisions is not a reason for assuming that no action can be taken until the by-laws are amended.

Many membership organizations include in the by-laws nothing more specific than appears in Article V, Section 3. In such instances, however, there usually is some more specific statement of purposes or standards of conduct backing up the general provision in the Constitution or by-laws.

A specific suggestion made to the Committee by the Committee on Membership Requirements of the New York City Chapter is pertinent to this problem. This is that the Association undertake to formulate a specific statement of principles of professional performance which would translate, into terms applicable to the conduct of an individual member, principles which may be or already have been agreed upon in general terms. In the opinion of the Chapter Committee, such a statement would be useful both for evalu-

ating the qualifications of applicants for membership and for dealing with problems which may arise in connection with membership complaints.

This Committee suggests that consideration should be given to the possibility of developing such a statement of principles of professional conduct which might be submitted to the Delegate Conference in 1942 for adoption as a set of principles to be considered binding on all members or future members. Such a statement might be amended and enlarged from time to time with greater facility than equally specific by-law provisions and could be an effective means of dealing with membership problems and interpreting membership standards.

If such a statement can be evolved and agreed upon, the by-law on dropping members should be revised to refer specifically to such a statement; to include, as at present, an additional general clause to cover situations not dealt with by the more specific document; to specifically authorize the Board to establish procedures; and, as at present, to specify certain limiting safeguards to which such procedures must conform.

The Committee recommends that amendment of Article V, Section 3 of the by-laws and preparation of the suggested "Statement on Principles of Professional Performance" should not be undertaken for action at the 1941 Delegate Conference, but that a plan for subsequent action be presented at that time.

III. *Resolutions Proposed by the Committee and as Adopted by the National Board on 3-15-41*

WHEREAS, authority to discipline members of the Association for conduct not in harmony with the purposes of the Association is vested in the National Board, and

WHEREAS, it is desirable for the advancement of the profession of social work and for the protection of the Association and its members that a practical, equitable and uniform procedure be established for reviewing the membership of any member of the Association whose conduct may be the subject of complaint to the National Board, be it

RESOLVED, that the National Board of the American Association of Social Workers hereby establish the following procedure for dealing with membership complaints:

1. Procedure for Bringing Membership Complaints Before the Board

a. Complaints for the purpose of initiating disciplinary action made in writing and signed by three or more members of the Association *must* be adjudicated by the Board according to the by-law provisions and the adopted procedures.

b. The National Board *may* invoke disciplinary procedures on the complaint of any member, even though not submitted in the form mentioned above.

c. Complaints prepared in accordance with Article V, section 3 of the by-laws shall be addressed to the Board and filed with the Executive Secretary, and should state the specific conduct which is the subject of the complaint.

d. Every membership complaint shall be treated as confidential by the Association and by the complainants until brought before the Board and then made public only as directed by action of the Board.

e. Receipt of a complaint shall be acknowledged by the Executive Secretary and complainant advised of the procedures to be followed and of their confidential nature.

f. A member about whom a complaint is made shall be notified by the Executive Secretary immediately upon receipt of the complaint and advised of:

(1) The nature of the charges;

(2) The rules and procedures under which the complaint will be handled;

(3) The confidential nature of the complaint.

g. Names of petitioners or complainants shall be considered confidential and not given to the person about whom the complaint is made, or otherwise made public.

h. Prior to the first succeeding meeting of the Board, or the Executive Committee, the Executive Secretary shall be responsible for assembling such material as may assist the Board or the Executive Committee in considering the complaint.

2. Procedure for Initial Consideration of Membership Complaints

a. The Board, or the Executive Committee, whichever meets first after receipt of the complaint, shall consider such complaint.

b. The Board, or the Executive Committee, at such meeting, or at any subsequent meeting, may dismiss such a complaint, with or without giving the member an opportunity to explain his conduct if it finds the complaint to be

(1) Unfounded (*i.e.*, based on misinformation or unsubstantial evidence);

(2) Irrelevant (*i.e.*, relating to matters, whether or not true, which are not grounds for action under the by-laws); or

(3) Otherwise inadequate or unsatisfactory as a basis for action.

Reasons for dismissing the complaint, if such action is taken, shall be formally recorded and communicated to the complainants and to the respondent.

c. If the complaint is not dismissed, the Board or the Executive Committee will

(1) Define the specific charges to be further considered; and

(2) Invoke the following investigation procedure.

3. Investigation Procedure

a. The President, under authority of the Board or Executive Committee, shall designate three or more members of the Board as an Investigating Committee.

b. The Investigating Committee shall be responsible for considering the specific charges, and no other, as defined in accordance with Paragraph 2, Section c, item (1).

c. The Committee shall make such efforts to secure additional evidence as it believes necessary from such sources as are available to it, and may seek legal advice on methods of procedure.

d. The Committee may appoint such times and places as it wishes for receiving testimony and for a hearing, if that is believed by the Committee or by the National Board to be necessary.

e. It shall provide the respondent full opportunity, with at least 10 days notice in writing, to present testimony and to explain his conduct either in person, by correspondence, or through a representative of his own choosing who shall be a member in good standing of the Association, and shall make known to the respondent or his representative, prior to the time agreed upon for such opportunity to explain, all evidence in the hands of the Committee regarding the respondent's conduct.

f. The Committee shall have the authority of the National Board to request testimony bearing on the matters at issue, and all members of the Association are expected to respond to any request of the Committee for pertinent testimony.

g. The Committee may request any complainant to give testimony in support of the complaint and, in every case, complainants shall be offered the opportunity to give such testimony and shall be given at least 10 days' notice in writing of the time, place and manner in which evidence may be presented.

h. The Committee shall keep such record as the Board or the Executive Committee may have directed, and may keep such additional records as may be deemed necessary on advice of counsel.

i. The Committee shall prepare a written report of its findings of fact for final action by the Board, and responsibility for such final action shall not be delegated to the Executive Committee. A preliminary copy of such report, not including recommendations as to action to be taken by the Board, shall be submitted to the respondent at least ten days prior to the date of the Board meeting at which the report is to be presented.

j. The Committee's report to the Board, shall include both its findings of fact and its recommendations as to action to be taken by the Board.

k. The respondent may submit, at the same meeting, a written rebuttal as to the report of the Committee, but new evidence presented at this time, and not previously known to the Investigating Committee, may, in the Board's discretion, be disregarded or referred for further examination.

l. The Investigating Committee shall not be stopped from taking any of the steps in this procedure by the failure of the respondent to make the above mentioned explanation of his conduct after due notice.

m. Proceedings, records and reports of the Committee shall not be made public until acted upon by the Board and then only to the extent determined by the Board.

4. Final Action on Complaints

a. At the first meeting of the Board, after the report of the Investigating Committee has been completed, the Board shall consider the Committee's report and recommendations and any written rebuttal submitted by the respondent. After such consideration, the Board may

(1) Dismiss the complaint as provided in Paragraph 2, Section b; or

(2) Refer the case back to the Investigating Committee for further investigation; or

(3) By a majority vote of all those present, may find the member's conduct to be not in harmony with the purposes of the Association.

b. If the majority of the Board, after considering such report, recommendations, and rebuttal, if any, finds that the member's conduct has not been in harmony with the purposes of the Association, it may take such further action as it determines, including censure or suspension, provided that it may not, under the by-laws, drop the member from the Association except on a vote of

two-thirds of the members of the Board present at the meeting.

c. Final action on a membership complaint other than dismissal of the complaint as herein provided shall be taken only by the National Board and may not be delegated.

BE IT FURTHER RESOLVED, that this Statement of Procedures for Handling Membership Complaints be submitted to Chapters for discussion at the 1941 Delegate Conference, that it be published in The Compass and subsequently made available to the membership in printed form.

Proposed Basis for Action on Professional Conduct

The National Board voted to propose to the Delegate Conference that certain general sections of the AASW Statement About Standard Employment Practices be considered a statement of the Association's purposes and principles for dealing with charges of unprofessional conduct, under the procedures adopted by the Board. The following motion, to be submitted to the Delegate Conference for action, was passed:

RESOLVED that pending adoption of a statement of principles of professional practice applicable both to procedures of admission of members and procedures of disciplinary action, conduct violating the principles embodied in the following paragraphs entitled "Basis for a Standard" and "Employer-Employe Relationships" in the Association's Statement About Standard Employment Practices in Social Work be construed as "conduct not in harmony with the purposes of the Association."

The sections of the employment practices statement referred to were:

The principles and specific features of the statement are predicated on the belief; that the professional quality of social work should be protected by good employment practices; that selection and maintenance of personnel on the basis of competence should be supported by a continuous policy of mutually understood procedures of personnel management; that the contractual nature of conditions of employment is essential to employer and employe in good management of subsequent circumstances; that the degree to which individual capacity can develop among social workers as among other professional practitioners requires that certain safeguards be erected against external factors which might interfere with advancement of knowledge out of practice; that the setting up of policies to protect the professional practice of their field is the proper function of the professional body of social workers rather than the sole prerogative of individual or corporate employer.

Mutual understanding of the requirements of the position and the conditions of work is an essential to good personnel selection and to responsible acceptance of a position, and therefore, to good working relationship between employer and employe; and this applies both to the executive who is responsible to a lay board or other lay authority, and to the employe who is responsible to an individual social work executive.

Report and Recommendations on Section Six

Reason for current proposals on Section 6

When the present membership requirements were adopted in 1929, provision was made for exceptions by inclusion in the by-laws of Section 6: "The Executive Committee may in exceptional circumstances elect to membership persons who do not technically meet the requirements specified above." At the 1940 Delegate Conference a proposal for abolishing Section 6 was referred to the National Board with the request that any proposals for by-law changes resulting from study of Section 6 be reported back to the 1941 Conference. At its October meeting the National Board assigned to the National Membership Committee responsibility for study of and report on some plan for modification, abolition or other suitable solution. The report given below was presented by the National Membership Committee to the Board at the latter's March meeting, was approved for distribution to chapters and its recommendations endorsed for discussion and action at the Delegate Conference. In addition to this report, a staff memorandum on "Experience of the AASW in Administering Section 6" (Bulletin #508) has been sent to chapter chairmen to provide further background for discussion of the present proposals in the chapters.

Report of the National Membership Committee

The following embodies in slightly revised form a report submitted to the National Membership Committee by a special sub-

committee in Milwaukee which under the chairmanship of Miss Clow reviewed the purposes which Section 6 has tried to serve from time to time, the Association's experience with it, and the administrative problems inherent in such a provision:

The National Membership Committee, after reviewing the Association's experience from 1933 to 1941 in attempting to operate Section 6, is of the opinion that this clause hinders rather than promotes the professional purposes for which membership requirements are intended. The purposes which Section 6 has tried to serve are:

1. Flexibility in providing alternatives to an otherwise fixed requirement based primarily on professional education.

2. Provision for admission to membership from fields of social work in which professional education is less developed and less available and is not as commonly accepted as providing the base for development of professional competency.

3. Bridging the previous era in AASW membership requirements, when professional education was less essential, to the present era in which it is. A progressive development of such standards is characteristic of other professions but transitional provisions may be necessary.

4. Providing opportunity for cooperation through membership with those in related fields touching social work, particularly for those individuals having common purposes in achieving community planning and action (judges, psychiatrists, nurses, teachers, etc.).

5. Enlarging the membership of the Association so that its influence could be quantitatively greater and its membership more genuinely representative of the large number of people taken into social work positions during the rapid period of expansion of public social service in the 30's.

The history of the Association in attempting to use Section 6, as that history is set forth in Bull. #508, is the strongest argument for the abolition of the Section. Review of the Association's experience strikingly shows:

1. Flexibility in a membership requirement must have certain guiding principles around which decisions are to be made, otherwise it becomes a provision subject to abuse or possible undercutting of the regular standard. In spite of considerable exploration, no such guides have been found which were administratively sound and fair.

2. If there are numerous competent persons in certain fields of social work who are excluded by the present regular requirements, the problem their exclusion presents should be directly attacked by a determination of the methods by which their competency has been achieved and may be measured. Such persons should be admitted through a regular standard which has validity and relevance to competence in all fields and not through an exceptional clause.

3. Admission to membership is an inappropriate and inadequate means of obtaining or strengthening the cooperation of personnel in other professional fields or in related groups for community planning and action. It obscures recognition of valuable differences in contributions and tends to divert necessary efforts to develop further active AASW cooperation with other professions, organizations and groups in enterprises of joint concern. The most effective partnership is achieved when each field contributes from its particular knowledge and unique experience.

4. The influence of the Association in social action has come from the use of the specialized knowledge and experience which its members have in common. The Association has not derived and cannot expect to derive strength in social action from numbers.

5. There has been confusion between outstanding positions which have sometimes been held by prominent persons without social work qualifications and "exceptional contributions" of a high professional order. Difficulties in making a distinction between these have been embarrassing to chapters and have not furthered any of the purposes of the Association or the programs of the chapters.

6. The unsolved difficulty in defining a basis for selection under Section 6 deprives candidates of any practical means for knowing in advance the qualifications they will be expected to meet and for understanding the conditions which will determine acceptance or rejection of their applications. For this reason membership committees of chapters hesitate to use Section 6 and some have not used it at all in recent years. This in itself constitutes discrimination.

7. No method has been found for extending to those engaged in direct service to individuals or groups the opportunity for admission under Section 6 which has been offered to those in executive or other prominent positions.

8. Consideration of problems in the regular membership requirements and of the possible need for change has been sidetracked by ineffectual attempts to use Section 6 as a catch-all provision which would supposedly iron out any inequality in the regular standard.

9. Justification of Section 6 has been attempted on the score that provisions for professional education are inadequate or lacking in certain parts of the country and that there are defects in the quality of available professional education. The AASW should take an important part in shaping the future development of professional education. Problems in its quantity or quality should be attacked directly in and for themselves, not indirectly through an exceptional clause.

10. Excessive expenditures of chapter, committee and staff effort to operate Section 6 have produced little result as this can be measured either by the small number of admissions or by success in overcoming problems which have been the subject of study since 1934.

Beginning in 1934 under the National Membership Committee and pursued from 1936–39 under the Section 6 Committee, study of Section 6 involved exhaustive explorations in which no stone was left unturned in the effort to discover definable and just bases for operation of the Section. Examples of individual cases which the National Membership Committee has reviewed testify to the persistence of this search as well as to the hardships imposed on candidates through the successive delays entailed, the burden on chapters unable to explain conditions for admission or account for decisions in definite terms, the involvement of chapters in conflicts about endorsement of candidates in key positions, etc. The National Membership Committee believes that the Association's failure to find satisfactory ways of administering Section 6 is conclusive evidence of its inherent inoperability.

Recommendations for action

The Committee wishes to call attention to certain considerations to be taken into account in fixing a date on which the proposed abolition of Section 6 might become effective. Questions about the current membership requirements have centered about their relevancy to competence as it has developed in the "fields" of public welfare, group work, community organization, and probation and parole. To insure proper study and consideration of these, the National Membership Committee at the request of the National Board in December 1939, has set up four subcommittees. In view of the complexity of the problems these subcommittees are exploring, the National Membership Committee does not expect them to complete their work in time for the Delegate Conference. Since the issues presented by Section 6 are similar to those under study in the subcommittees, the National Membership Committee believes that removal of the leeway of Section 6 in advance of opportunity for positive action on the requirements may be misinterpreted as a sign that further discussion of the relevancy of the requirements is foreclosed. The Committee is inclined to the opinion that disillusionment with Section 6 is so general that action for its abolition will be welcome but since it is a symbol for a latitude still under debate the Committee questions whether immediate termination of its operation under the present procedure may not have adverse effects on the attitudes of members who have feared that problems in the exclusiveness of the present requirements would not be adequately considered. The Committee wishes to point out that it is difficult for members to understand the specialized, technical nature of the problems involved in membership requirements and therefore to grasp the implications of actions taken during the course of the program of membership study. On the basis of the foregoing considerations the National Membership Committee has adopted the following recommendations:

That Section 6 be eliminated from the by-laws, this elimination to become effective as soon as action is taken to decide the kind of special qualifications for membership to be set by the regular membership requirements; and that

In the interim between present action in abolishing Section 6 and the date at which such action shall become effective, the use of Section 6 be continued under the administrative procedure approved by the National Board.

The National Membership Committee

In addition to the special report on Section 6 in which recommendations are presented for action by the Delegate Conference, the National Membership Committee will submit a regular report on further work undertaken in 1940–41 on the program for study of membership policy and requirements. This will include a summary of progress on assignments to the four subcommittees which are examining the special competence developed in the "fields" of public welfare, community organization, group work, and probation and parole with a view to determining the suitability of the current membership requirements as criteria for admission of personnel from these fields. The report will also cover work under way for study of the purposes and values of field work instruction and for exploration of more effective means of determining the professional capacity and ethical performance of applicants for membership. Plans for improving methods of recruitment and orientation of new members will also be presented in this report.

Memorandum on the Location of the National Office

A resolution passed at the last Delegate Conference asked the National Board to reopen the question of the location of the National Office, which had been acted on by the 1938 and 1939 Conferences, and to report back to the Conference this year.

In accordance with that resolution, the National Board at its meeting in October of last year appointed a special committee to study this question and report back to the Board. This committee, of which Florence Sytz, of New Orleans, is chairman circularized the chapters for their opinions and suggestions on a number of specific questions which the committee wished to study. At its meeting on March 14–16 the Board considered a progress report from this committee which included the responses received so far on this question from 26 chapters.

After consideration of various factors involved the National Board took the following action for submission to the 1941 Delegate Conference as a progress report on the previous Conference recommendation.

That the Board report to the Delegate Conference that it has reopened the question of the location of the national office, that it has as yet found no final answer to the questions involved, and that the problem is being referred back to the special committee for further consideration and later report to the National Board.

Definition of Conference and Board Functions: Payment of Expenses of Conference Delegates

In its October meeting the National Board establishd a Special Committee on the Delegate Conference whose assignment included consideration of two proposals which had been made by the 1940 Delegate Conference. The first followed a request that there be clarification of the roles which the Conference and the National Board had in connection with program development; and the second called for study of some method for payment of expenses of all delegates to the Conference. The special committee, established on the west coast with Mary Stanton as chairman and chapters, were requested to submit their suggestions and opinions about the various issues which that committee was undertaking to study.

At its recent meeting the National Board considered the report from the committee which was preliminary inasmuch as there had not been time for sufficient intensive study of all of the problems which the committee found to be involved. The National Board decided to act at this time on the two specific proposals which had been recommended to it by the 1940 Conference, and in so acting, to request that the Special Committee on the Delegate Conference present to the 1941 Conference a progress report on its work which would inform the chapters of the problems which the committee had identified and on which it could be expected that certain propositions for solution to these problems would be presented to the chapters next year. The report from the Committee will be, therefore, for discussion and information but not for action by the Conference.

A committee of the Board drew up a pro-

posed amendment to the Bylaws to clarify further within present structure the particular duties of the Delegate Conference. The following action on the proposed amendment was taken by the National Board.

That the Board request Miss Stanton in reporting to the Delegate Conference to express the Board's conviction that inasmuch as existing policies appear to provide a base for operations within present structure, action to amend the Bylaws to clarify the functions of the Delegate Conference be postponed until the final report of the Special Committee on the Delegate Conference, and others bearing on this subject, are ready for consideration.

The same committee of the Board also drew up a proposed amendment recommending a plan for payment of expenses of delegates to the Delegate Conference. In substance it proposes a straight increase of $1.00 in the dues of members in all chapter and non-chapter areas, with the added revenue to constitute an "earmarked" fund for expenses of Conference delegates. The National Board recommends therefore to the Delegate Conference favorable action on the following amendment to the Bylaws; which is a restatement of the present Article VII of the Bylaws, with the extra dollar added, and a clause added for the earmarking of the revenues resulting from the increase.

Article VII to be amended to read:

The annual dues shall be $8.50 for members and junior members; $10 to $24 for contributing members and $25 and over for sustaining members; these dues to entitle each member living and/or working in a recognized chapter area to membership in such chapter for which the national office shall pay $1.50 to the chapter treasurer; provided that if a recognized chapter or state organization certifies to the National Board that its membership has voted to increase or decrease the chapter and/or state organization dues from the $1.50 figure, the annual dues within that chapter or state jurisdiction shall be the amount so certified in addition to the $7.00 national dues, and the national office shall pay to the chapter or state treasurer such amounts so collected; provided also that the national budget shall provide for special projects or services in behalf of members living and working in non-chapter areas;

Provided also that $1 of the national dues be used to defray or partially to defray on an equalization basis, the expenses of delegates to the Delegate Conference, such system of equalization to be determined by the National Board.

These dues shall be in effect on and after July 1, *1941*.

Finance Proposals

Two actions of the Delegate Conference will be requested by the National Board on finances, both of them affecting the amount of membership dues.

The first is a proposal to increase the dues of each member by one dollar in order to provide an earmarked fund for paying expenses of all delegates to the Delegate Conference on a basis which will equalize the varying costs now imposed by geographical location of the chapters. A by-law amendment is submitted in this COMPASS on which the National Board recommends favorable action by the Conference.

The National Board recommends Conference adoption also of a proposal to vote a fifty cent assessment for all members in addition to the regular dues, for one year beginning July 1, 1941. This assessment is for the general budget of the Association and is required as a necessary basis for a balanced budget for 1941, and 1942. The proposal is in the form of an assessment rather than an increase of dues, because it is believed that the membership growth of the Association will bring a sufficient increase in revenue after the one year's assessment, to meet the cost of the present program.

A statement by the Treasurer, James Brunot, was published in the February-March issue of the COMPASS, outlining the financial problems which face the Association. The action of the National Board to ask the Conference to vote an assessment was taken after struggling with the financial facts presented by the Treasurer and the Financial Advisory Committee. The latter committee has been requested by the Board to submit the necessary data and explanations in support of the assessment plan for submission to the chapters before the Conference.

The Board's motion was as follows:

"That the Board authorize the presentation to the Delegate Conference for a vote of the membership the recommendation of the Board that there be levied on all members billed in the four quarters beginning July 1, 1941, a special assessment of 50 cents for national purposes, and further, that the Financial Advisory Committee be instructed to prepare a report for the Conference in support of this recommendation."

By-law Changes on Nominations

The National Board is proposing two changes in the Bylaws which it believes will further improve the nominations procedures of the Association. The first has to do with providing continuity of personnel in the Nominating Committee and also setting up a method of election of the chairman of that committee. The second refers to the method of nomination for representation at the Delegate Conference from non-chapter territory.

The first of these, dealing with the Nominating Committee, is as follows:

Article VI, Section 9, to be amended to read as follows:

The Nominating Committee shall be composed of nine members, one from each of the nine nominative districts. For 1941–42, the National Board shall draw lots to determine the terms of office for the nine members, three to serve for three year terms; three for two year terms and three for one year terms; thereafter, three to be elected annually for three year terms by the membership as hereinafter provided. The chairman of the Nominating Committee shall be elected each year by mail vote of the committee from among the three members of the committee who will be serving the final year of their term of office on the committee. Vacancies on the Nominating Committee due to unexpired terms shall be filled upon vote of the National Board until the next annual election, provided, however, that at all times each of the nine nominative districts is represented. The procedure for nomination and election of all elected officers, of members of the National Board and of elected committees shall be as follows:

A. The Nominating Committee shall solicit from the chapters in each district the names of possible nominees to fill all vacancies.

B. From among the names suggested by chapters within each district the Nominating Committee shall prepare a ballot containing the names of at least two candidates for that district's vacancies on the Nominating Committee and on the National Board; the Nominating Committee shall also place on said ballot the names of at least two candidates for each other vacancy to be filled by election from the membership at large. The Nominating Committee shall certify the ballot when completed to the Secretary of the Association who shall announce the nominations to the membership 30 days prior to the mailing of ballots, and who shall conduct the election as hereinafter provided.

(Note: Sections in italics indicate the proposed changes.)

The second change is proposed in view of problems which Nominating Committees over the last several years have noted about the present method of nominating delegates to the Delegate Conference from non-chapter territory at the same time and in the same manner as officers of the Association are elected. Such delegates are now nominated more than a year before they are to serve, and frequently by the time of the Conference at which they are to serve are no longer in non-chapter territory, or for some reason unable to participate. The National Board is therefore proposing the following change:

Article IX, Section 2, third sentence which reads as follows to be eliminated:

"One delegate for each fifty members in non-chapter areas as shown in the records of the Association shall be elected each year by vote of the membership at the same time and by the same methods as the officers of the Association are elected."

Article VI, Section 9, to be amended by the addition of the following paragraph:

C. The Nominating Committee not later than April 1 in any year shall also appoint one delegate and one alternate for each fifty non-chapter members; such delegates or alternates to be authorized to have delegate status at the next succeeding Delegate Conference. In making such appointments the Nominating Committee shall consider representation from the several nominative districts.